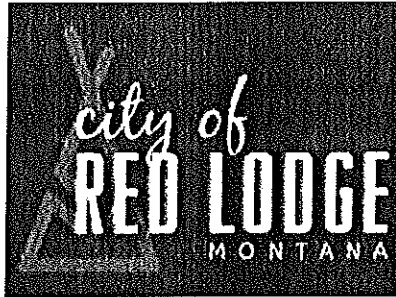


Proposal to provide
recruitment services for
the City of Red Lodge's next
POLICE CHIEF



Presented by

***P*ROTHMAN**

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Prothman Company is a northwest based consulting firm that specializes in providing national and regional executive recruitment services to cities, counties, and other governmental agencies throughout the western United States. Founded in 2001, Prothman has quickly become an industry leader known and respected for outstanding customer service, quality candidate pools, and knowledge of local government.

OUR EXPERTISE

Recruitment Knowledge and Experience: The Prothman team has conducted over 450 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 5,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

Firsthand Knowledge of Local Government: Every Prothman team member has worked in local government. Our talented consultants have a cumulative 150 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community as well.

OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within **one or two years** (depending on option chosen) from the employment date, we will conduct a replacement search with no additional professional fee.

CONTACT INFORMATION

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STATEMENT OF QUALIFICATIONS - EXPERIENCE

Current Recruitments

Central Valley Fire District, MT - *Fire Marshal*
City of Hermiston, OR - *City Manager*
East Olympia Fire District, WA - *Fire Chief*
Canby Fire District, OR - *Fire Chief*
Lane County, OR - *County Administrator*
City of Snoqualmie, WA - *Fire Chief*
City of Port Townsend, WA - *Finance Director*
City of Snohomish, WA - *Finance Director*
Basin Disposal Inc., WA - *Chief Financial Officer*
City of Federal Way, WA - *Finance Director*
City of Hood River, OR - *City Manager*
EMSWCD, OR - *Executive Director*
eCityGov Alliance, WA - *Executive Director*
Snohomish County, WA - *Executive Director*
Chelan County PUD, WA - *Managing Director HR Labor Safety*
City of Fife, WA - *Corrections Administrator*

Completed Police Chief Searches

City of Arlington, WA
City of Battle Ground, WA
City of Bend, OR
City of Boardman, OR
City of Bothell, WA
City of Bremerton, WA
City of Canby, OR
City of Chehalis, WA
City of Ephrata, WA
City of Ferndale, WA
City of Issaquah, WA
City of Kalama, WA
City of La Center, WA
City of Marysville, WA
City of Mountlake Terrace, WA
City of Poulsbo, WA
City of Port Angeles, WA
City of Sandy, OR
The Tulalip Tribes, WA

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

ROBERT CARDEN - PROJECT LEAD

Bob brings more than 37 years of law enforcement experience to the Prothman team, including having been Police Chief for three cities with populations ranging from 20,000 to 125,000. He retired as Police Chief from the City of Visalia, California, in 2009. At Visalia, he administered a budget of over \$27 million and oversaw a department of over 200 fulltime personnel. Prior to Visalia, he was Police Chief for the City of Marysville, Washington, for eight years, and was also Chief of Police for the City of Lemoore, California. Earlier in his career, Bob also served the Tulare County Sheriff's Department and the Wasco Police Department, both in California. Most recently, Bob has worked through Prothman as interim Police Chief for the City of Battle Ground, Washington. Bob has a Bachelor of Science degree in Criminal Justice from Culver-Stockton College, Missouri, and a Master of Science degree in Management from California State Polytechnic University.

GREG PROTHMAN - PROJECT CO- LEAD

As President of the Prothman Company, Greg offers a unique combination of 20+ years experience in various functions of government and 17 years of experience in public sector recruitment. Greg has conducted over 300 executive searches and interim placements, successfully placing city managers, police and fire chiefs, finance directors, IT managers, public works and community development directors and many other positions. He has also formed and managed startup teams for five newly incorporated cities, including the City of Spokane Valley, WA, (pop. 82,000), the second largest incorporation of its kind in the U.S.

Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. After nine years in Des Moines, Greg left city management to become a partner in a local executive recruitment firm. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of SMR (Seattle Mountain Rescue).

SONJA PROTHMAN - PROJECT SUPPORT

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of Prothman. Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the "elected official" side of city government—an invaluable perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a Bachelor's Degree in Communications from the University of Washington.

BARRY GASKINS - PROJECT SUPPORT

Barry Gaskins is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his Bachelor's Degree from California State University in Los Angeles.



Recruitment Strategy

Every recruitment we conduct is a national search. We have an aggressive national advertising campaign and we have the ability to mail the job announcement to every city, county, district, etc. in the US. Screening for "fit" is one of the most important elements in a recruitment. What sets us apart from our competition is that we know this region... our office is in Issaquah and we travel, ski and hike in Washington, Oregon, Idaho, and Montana. The length of tenure of our placed candidates is the highest in the industry because we specialize in the northwest and we understand the qualities required for candidates to fit within our unique communities, cultures and weather!

We have conducted hundreds of successful executive searches and refined our process along the way. We provide the process, but you call the shots... whether you want weekly updates or monthly updates, more meetings or less meetings... we tailor every recruitment to meet your needs. We will partner with you and find you a highly qualified candidate who is the perfect "fit" for your organization, guaranteed!

Availability, Communication & Schedule

One of our first tasks will be to coordinate and commit a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you our cell numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire.

Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development & approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, 2-3 weeks for coordinating final interviews.

Past Recruitments & References

Central Valley Fire District, MT - Fire Chief
Contact - Commissioner, Gil Moore - 406.585.0119

City of Bozeman, MT - HR Director, Public Works Director, Community Development Director
Contact - Chris Kukulski, City Manager - 406.582.2321

City of Arlington - Police Chief, Fire Chief, City Admin, Finance Director, PW Director
Contact - Alan Johnson, City Administrator - 360.403.3421

City of Bothell, WA -, Police & Fire Chiefs, City Attorney, HR Director, PW Director
Contact - City Manager, Bob Stowe - 425.486.3256

City of Issaquah, WA - Police Chief, City Administrator, Deputy Admin, Finance Director
Contact - Mayor, Ava Frisinger or City Administrator, Bob Harrison - 425.837.3000

City of Bremerton, WA - Police Chief
Contact - Mayor, Patty Lentz - 360.473.5260

Recruitment Process

Project Review

The first step will be to review the following topics:

- ◆ Review the scope of work and amend as needed
- ◆ Review the project schedule
- ◆ Identify the geographic scope of the search (local, regional or national)
- ◆ Review the compensation package and decide if a salary survey is needed
- ◆ Identify key stakeholders

Information Gathering and Research (*Soliciting Input*)

We will spend as much time as it takes to learn everything we can about your organization. Our goal is to thoroughly understand the values and culture of the City of Red Lodge, as well as the preferred qualifications you desire in your next Police Chief. **We will travel to Red Lodge** and:

- ◆ Meet with Mayor
- ◆ Meet with PD staff, union representatives
- ◆ Meet with other stakeholders as directed
- ◆ Hold a community meeting (if desired)
- ◆ Review all documents related to the position

Position Profile Development (*Identifying the Ideal Candidate*)

Once we have a firm understanding of the preferred candidate qualifications as well as the values and culture of your organization, we will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
 - Years of related experience and education required
 - Ideal personality traits and work habits
- ◆ **Organization-specific information**
 - Description of the organization, position and key responsibilities
 - Priorities and challenges facing the organization
- ◆ **Community-specific information**
 - Overview of the region
 - Description of the environment and quality of life details
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

Recruitment and Advertising Strategy (*Locating Qualified Candidates*)

We recognize that often the best candidates are not actively looking for a new position--this is the person we want to reach and recruit. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Direct Mail Recruitment Brochures** sent directly to hundreds of highly qualified police professionals who are not actively searching for a new position.
- ◆ **Direct Contact Calls** placed directly to police professionals we know.
- ◆ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.



Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental questions (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gage their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.
- 3) **Internet Publication Background Search:** We conduct an internet publication search on all semi-finalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 4) **Work Session:** We will prepare a detailed summary report which includes each candidate's application materials and the results of the personal interviews and publication search. **We will meet with you via conference call** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 4 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

Final Interview Process (*Selecting the Right Candidate*)

- ◆ **Design of the Final Interviews**

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate. Elements of the design process include:

 - **Deciding on the Structure of the Interviews**

We will tailor the interview process to fit your needs. It may involve using various interview panels, an evening reception or just one-on-one interviews with the decision makers.
 - **Deciding on Candidate Travel Expenses**

We will help you identify which expenses your organization wishes to cover.
 - **Identifying Interview Panel Participants & Panel Facilitators**

We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.
- ◆ **Background Checks**

Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:

 - **References**

We conduct 4-5 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years. From this list we will have personal conversations with the individuals who have direct knowledge of the candidate's work and management style.

- **Education Verification, Criminal History, Driving Record and Sex Offender Check**
We contract with Sterling for all driving record, education verification, criminal history, and sex offender checks. We will conduct a criminal history, driving record and sex offender check on each candidate in the states in which they have worked.
- ◆ **Candidate Travel Coordination**
For those candidates who will be traveling to the final interviews, we work with the candidates to organize the most cost effective travel arrangements.
- ◆ **Final Interview Binders**
We will provide Final Interview Binders. They are the tool that keeps the final interview process organized and ensures that all interviewers are "on the same page" when it comes to evaluating each candidate.
- ◆ **Final Interviews with Candidates**
We travel to Red Lodge and facilitate the interviews. The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one hour interview sessions, with an hour break for lunch.
- ◆ **Panelist & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report the panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **Candidate Evaluation Session:** After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

Warranty

- ◆ **Repeat the Recruitment:** Should a top candidate not be chosen, we will repeat the recruitment with no additional professional fee.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a police chief recruitment with a one-year guarantee is \$13,500, plus expenses. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidate and all other search related tasks required to successfully complete the recruitment.

Expenses

Expenses vary depending on the design of the recruitment. We work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Red Lodge will be responsible for reimbursing expenses Prothman incurs on your behalf. **We will cap the expenses (not including candidate travel) at \$5,000.** Expense items include but are not limited to:

- Newspaper, trade journal, websites and other advertising (approx. \$800 - 1,200)
- Direct mail announcements (approx. \$800 - 1,400)
- Delivery expenses for Interview Binders (approx. \$75 - 150)
- Final Interview Binders & printing of materials (approx. \$400 - 700)
- Consultant travel and related expenses for 2 trips (approx. \$2,000 - \$2,200)
- Background checks performed by Sterling (approx. \$125 per candidate)
- Any client-required licenses, fees or taxes
- Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidate's travel receipts for direct reimbursement to the candidate.

A 3% charge will be added to all expenses which reflect City of Issaquah and State B&O tax obligations. Professional fees are billed in three equal installments throughout the recruitment. Expenses are billed monthly.

Guarantee

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within **one year** (depending on option chosen) from the employment date, we will conduct a replacement search with no additional professional fee.

Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

